BY ORDER OF THE COMMANDER
AIR FORCE SPACE COMMAND

AIR FORCE SPACE COMMAND INSPECTION
CHECKLIST 38-2

3 JANUARY 2000

Manpower and Organization

MANPOWER AND ORGANIZATION
FUNCTION (MAJCOM/WING/CENTER)

NOTICE: This publication is available digitally at: http://afpubs.hq.af.mil.

This checklist reflects Command requirements to prepare and conduct internal reviews in the functional area of Manpower and Organization. This checklist will also be used by the Command IG during applicable assessments. Use the attached checklist as a guide only.

SUMMARY OF REVISIONS

This checklist incorporates some information from AFSPCSIG90-292. It has also been updated to conform to new formatting requirements and to update references.

1. References have been provided for each item. Critical items have been kept to a minimum and are related to public law, safety, security, fiscal responsibility, and/or mission accomplishment. While compliance with non-critical items is not rated, these items help gauge the effectiveness/efficiency of the function.

2. This publication establishes a baseline checklist. The checklist will also be used by the Command IG during applicable assessments. Use **Attachment 1** for the MAJCOM checklist and **Attachment 2** for Wing/Center checklist as guides only. AFSPC Checklists will not be supplemented. Units may produce their own standalone checklists as needed to ensure an effective and thorough review of the Manpower and Organization function. Units are encouraged to contact the Command Functional OPR of this checklist to recommend additions and changes deemed necessary.

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Director of Plans and Programs

Attachment 1

MANPOWER AND ORGANIZATION FUNCTION (MAJCOM)

Table A1.1. Checklist.

SECTION 1: MANPOWER REQUIREMENTS DETERMINATION			
MISSION STATEMENT: Provide combat ready forces through the quantification, allocation, and organization of manpower resources.			
WARTIME MANPOWER SUPPORT: UNIT TYPE CODES (UTCs)			
1.1. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
1.1.1. Are developed UTCs reviewed annually for accuracy, consistency, and currency? (AFMAN 10-401, Chapter 6, Para 6.4.1.1 and 6.4.2.1)			
1.1.2. Is staff reviewing DOC statements, comparing SORTS-reportable UTCs to authorized structure, and evaluating UTC MISCAPs for currency? (AFI 38-205, Para 3.4.2.2)			
1.1.3. Is staff comparing and matching resources to requirements within acceptable constraints and documenting the matches to identify matches, overages, and shortages? (AFI 38-205, Para 3.4.2.3)			
1.1.4. Is MAJCOM performing wartime process and procedures in accordance with AFI 38-205, Table 4.2 through 4.8 and Para 4.4? (AFI 38-205)			
COMPETITIVE SOURCING AND PRIVATIZATION: Manage the command competitive sourcing and privatization program. Develop policy, track wing progress, coordinate and announce candidates, maintain accurate inventory, and ensure wing compliance with all directives.			
1.2. CRITICAL ITEMS:	**YES**	**NO**	**N/A**
1.2.1. Has a MAJCOM Commercial Activities Program Manager been appointed? (AFCAPI, Para 1.8.4.6)			
1.2.2. Is the Commercial Activities Program being administered in accordance with AFCAPI, Para 1.8.4? (AFCAPI)			
REENGINEERING: Manage the command reengineering program. Provide reengineering guidance, training and services for reengineering initiatives.			
1.3. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
1.3.1. Has a schedule been established and followed to reengineer all MAJCOM unique functions? (APPG, Para 4.29.7)			

1.3.2. Are scheduled reengineering projects following established reengineering verification criteria deliverables? (HQ USAF/CV Memorandum, dated 20 Sep 1999, Subject: APPG Reengineering Schedule and Verification Criteria)			
1.3.3. When applicable to AFSPC only, are variances to Air Force Manpower Standards developed per guidance in AFMAN 38-208, Vol I, Chapter 12?			

MANPOWER MANAGEMENT (MANPOWER CHANGE REQUESTS): Ensure effective manpower requirements through management of senior officer and rated requirements, administration of officer/enlisted grade allocations, validation of manpower requirements for both day-to-day operations and POM inputs, review of communications system requirements documents (CSRDs) and service contracts for manpower impact.

1.4. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
1.4.1. Are procedures in place for the receipt, review, evaluation, and/or submission of Manpower Change Requests (MCRs)? (AFI 38-204, Chapter 1, Para 1.3 and 1.4)			
1.4.2. Are functional OPRs included in the review/evaluation process? (AFMAN 36-2108 and 2105)			
1.4.3. Is Personnel included as a coordination activity on MCRs that will result in out-of-cycle or nonnormal lead time transfers? (AFI 38-204, Chapter 1, Para 1.8.1)			

SECTION 2: PROGRAM ALLOCATION AND CONTROL
MISSION STATEMENT: Provide combat ready forces through the quantification, allocation, and organization of manpower resources.

MANPOWER DATA SYSTEMS (MDS): Utilizing the MDS, manage and control the distribution of information pertaining to the status of command's manpower resources.

2.1. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
2.1.1. Have policies and procedures for manpower resource accountability been implemented properly? (AFI 38-204, Chapter 1)			
2.1.2. Are files closed in sufficient time to meet end-of-month, end-of-quarter, and end-of-year reporting requirements? (AFI 38-204, Section 7)			

SECTION 3: ORGANIZATION STRUCTURE
MISSION STATEMENT: Provide combat ready forces through the quantification, allocation, and organization of manpower resources.

ORGANIZATION: Ensure organizational structure follows these management principles: emphasis on wartime tasks, functional grouping, lean organizational structure, skip-echelon structure, and standard levels.

3.1. NON-CRITICAL ITEMS:	YES	NO	N/A
3.1.1. Do evaluators use current Air Force Directives and/or MA-JCOM guidance when evaluating Organization Change Requests (OCRs)? (AFI 38-101, Para 1.3.3)			
3.1.2. Is AFI 38-101 used to determine the information and structure required in a formal OCR? (AFI 38-101, Chapter 5)			
SECTION 4: PERFORMANCE MANAGEMENT **MISSION STATEMENT:** Provide combat ready forces through the quantification, allocation, and organization of manpower resources.			
PRODUCTIVITY ENHANCING CAPITAL INVESTMENT (PECI): Oversee the two PECI Programs (Fast Pay-back Capital Investment (FASCAP) and Productivity Investment Fund (PIF)).			
4.1. NON-CRITICAL ITEMS:	YES	NO	N/A
4.1.1. Has a MAJCOM PECI Analyst been appointed? (AFI 38-301, Chapter 1, Para 1.3)			
4.1.2. Is the MAJCOM PECI Analyst managing the program in accordance with AFI 38-301, Chapter 1, Paras 1.4.1 through 1.4.4.10? (AFI 38-301, Chapter 1, para 1.4)			
INNOVATIVE DEVELOPMENT THROUGH EMPLOYEE AWARENESS (IDEA) PROGRAM: Manage the command IDEA Program for all assigned personnel. Determine progress, analyze, set program objectives, develop directives, promote and publicize the program.			
4.2. NON-CRITICAL ITEMS:	YES	NO	N/A
4.2.1. Has a MAJCOM IDEA Analyst been appointed to administer program? (AFI 38-401, Para 1.4)			
4.2.2. Is program administered in accordance with AFI 38-401, Para 1.6? (AFI 38-401)			
PERFORMANCE MEASUREMENT: Manage the Command Performance Management Program. Provide guidance for development, validation, deployment, coordination, and reporting of elements required by the performance plan. Provide performance improvement guidance and services for improvement initiatives and be a key member of performance improvement efforts.			
4.3. NON-CRITICAL ITEMS:	YES	NO	N/A
4.3.1. Is the program administered in accordance with AFI 90-1102, Paras 1.6 through 1.6.5.4? (AFI 90-1102)			

AWARDS: Manage the Manpower Organization Specific Awards Program.			
4.4. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.4.1. Has a MAJCOM process been developed to select and nominate individuals and teams to higher headquarters for Chief of Staff Excellence Award, Manpower Organization (MO) Professional Excellence Award, and the Eugene M. Zuckett Award? (CSTEA Criteria Guidelines, AFI 36-2832, AFI 36-2829)			
TRAINING: Manage a comprehensive training plan that ensures all assigned personnel are afforded the opportunity to receive necessary training to progress throughout their career.			
4.5. CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.5.1. Has in-house on-the-job training been properly documented in the individuals training records, AF Form 623? (AFI 36-2201, Chapters 3 and 4, and CFETP 3U0X1)			
TRAINING: Manage a comprehensive training plan that ensures all assigned personnel are afforded the opportunity to receive necessary training to progress throughout their career.			
4.6. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.6.1. Does an in-house training program exist for Manpower Management, Wartime Manpower Support, Productivity/IDEA programs, Manpower Data Systems, and Organization? (AFI 36-2201, Chapters 3 and 4, CFETP 3U0X1)			
4.6.2. Does the MAJCOM participate in the PALACE ACQUIRE Program? (AFI 36-602, Chapter 2)			
4.6.3. Does the MAJCOM actively pursue formal training opportunities for assigned personnel? (AFI 36-2201, Chapter 3, 4 and 8, and CFETP 3U0X1)			

Attachment 2

MANPOWER AND ORGANIZATION FUNCTION (WING/CENTER)

Table A2.1. Checklist.

SECTION 1: MANPOWER REQUIREMENTS DETERMINATION			
MISSION STATEMENT: Provide combat ready forces through the quantification, allocation, and organization of manpower resources.			
WARTIME MANPOWER SUPPORT: UNIT TYPE CODES (UTCS).			
1.1. CRITICAL ITEM:	**YES**	**NO**	**N/A**
1.1.1. Are the MANFOR database files current within MAN-PER-B, including any base unique deployment packages? (AFI 10-403, Para 1.5.17.5)			
WARTIME MANPOWER SUPPORT: UNIT TYPE CODES (UTCS).			
1.2. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
1.2.1. Is a Manpower representative designated to be a member of the Deployment Process Working Group? (AFI 10-403, Para 1.5.17.3)			
1.2.2. Are required references and supporting information being maintained? (AFI 38-205, Attachment 1)			
1.2.3. Is the Wing/Center performing wartime processes and procedures in accordance with AFI 38-205, Table 4.2 through 4.8, and paragraph 4? (AFI 38-205)			
1.2.4. Are requirements, resources, and matching information being provided to the Installation Deployment Officer (IDO), commanders and designated representatives, wing leadership and the MPF? (AFI 38-205, Para 3.4.3.2)			
1.2.5. Are local exercise requirement products being provided to the control staff? (AFI 38-205, Para 3.4.3.6.3)			
1.2.6. Are the Base Support Planning Council (BSPC) and units being provided with deployment and in-place requirements, authorization and match information, and recommended ways to deal with overages and shortages? (AFI 38-205, Para 3.4.3.6.4 and AFI 10-404, Para 3.8.2)			

COMPETITIVE SOURCING AND PRIVATIZATION: Provide expertise to Wing Commander for completing all competitive sourcing requirements under OMB Circular A-76 and the AFCAPI.

1.3. CRITICAL ITEMS:	YES	NO	N/A
1.3.1. Are Servicing Manpower and Organization Offices at the Wings/Centers administering the Commercial Activities (CA) Program in accordance with Para 1.6? (AFCAPI)			

MANPOWER MANAGEMENT (MANPOWER CHANGE REQUESTS):   Ensure sufficient manpower resources are available to the wing units to accomplish their required mission. Validate and process manpower and organizational change requests from units. Submit appropriate documentation to HQ AFSPC/XPM to change unit manpower document..

1.4. NON-CRITICAL ITEMS:	YES	NO	N/A
1.4.1. Are procedures in place for the receipt, review, evaluation, and/or submission of Manpower Change Requests (MCRs)? (AFI 38-204, Chapter 1, Para 1.3 and 1.4			
1.4.2. Are Manpower Change Requests affecting civilian employees coordinated with Civilian Personnel Flight? (AFI 38-204, Para 6.2.3)			
1.4.3. Are manpower requirements validated and included in the manpower impact statement? (AFI 38-201, 1.4.6)			
1.4.4. Are Host-Tenant and Interservice Support Agreements, and Memorandums of Understanding being reviewed for manpower impact? (AFI 38-201, Para 1.4.6.8)			
1.4.5. Are all manpower change requests being reviewed to include impact on peacetime and wartime operations, and provide thorough analysis to HQ AFSPC/XPM when issue cannot be resolved at the local level? (AFI 38-201, Para 1.4.6.13)			

SECTION 2: PROGRAM ALLOCATION AND CONTROL **MISSION STATEMENT:** Provide combat ready forces through the quantification, allocation, and organization of manpower resources.			

MANPOWER DATA SYSTEMS (MDS): Responsible for the receipt and processing of updated manpower information in the MDS. Distributes manpower products to base level users as required.

2.1. NON-CRITICAL ITEMS:	YES	NO	N/A
2.1.1. Is the Manpower Data System (MDS) actively managed to ensure items requiring update and distribution are completed in a timely manner? (AFCMS 38-142, Vol 2, AFI 38-201, Para 1.4.6.8)			

SECTION 3: ORGANIZATION STRUCTURE
MISSION STATEMENT: Provide combat ready forces through the quantification, allocation, and organization of manpower resources.

ORGANIZATION: Ensure organizational structure follows these management principles: Emphasis on wartime tasks, functional grouping, lean organizational structure, skip-echelon structure, and standard levels.

3.1. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
3.1.1. Do evaluators use current Air Force Directives and/or MAJCOM guidance when evaluating Organization Change Requests (OCRs)? (AFI 38-101, Para 1.3.3)			
3.1.2. Is AFI 38-101 used to determine the information and structure required in a formal OCR? (AFI 38-101, Chapter 5)			

SECTION 4: PERFORMANCE MANAGEMENT
MISSION STATEMENT: Provide combat ready forces through the quantification, allocation, and organization of manpower resources.

PRODUCTIVITY ENHANCING CAPITAL INVESTMENT (PECI): Oversee the two PECI Programs (Fast Pay-back Capital Investment (FASCAP) and Productivity Investment Fund (PIF)).

4.1. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.1.1. Is the PECI Program being managed per AFI 38-301, Chapter 1, Para 1.5?			

INNOVATIVE DEVELOPMENT THROUGH EMPLOYEE AWARENESS (IDEA) PROGRAM: Manage the Wing IDEA Program for all assigned personnel. Determine progress, analyze, set program objectives, promotion and publicity.

4.2. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.2.1. Is program administered in accordance with AFI 38-401, Para 1.6? (AFI 38-401)			

PERFORMANCE MEASUREMENT: Manage the Wing Performance Management Program. Provide guidance for development, validation, deployment, coordination, and reporting of elements required by the performance plan. Provide performance improvement guidance and services for improvement initiatives, and be a key member of performance improvement efforts.

4.3. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.3.1. Is the program administered in accordance with AFI 90-1102, Paras 1.9.1 through 1.11.5? (AFI 90-1102)			
4.3.2. Is the Mission Performance Report submitted at least quarterly? (AFI 90-1102, Para 3.2.1)			

AWARDS: Manage the Manpower Organization Specific Awards Program.			
4.4. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.4.1. Has a process been developed to select and nominate individuals and teams to higher headquarters for Chief of Staff Excellence Award and/or Manpower Organization (MO) Professional Excellence Award? (CSTEA Criteria Guidelines, AFI 36-2832)			
TRAINING: Manage a comprehensive training plan that ensures all assigned personnel are afforded the opportunity to receive necessary training to progress throughout their career.			
4.5. CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.5.1. Has in-house on-the-job training been properly documented in the individuals training records, AF Form 623? (AFI 36-2201, Chapters 3 and 4, and CFETP 3U0X1)			
TRAINING: Manage a comprehensive training plan that ensures all assigned personnel are afforded the opportunity to receive necessary training to progress throughout their career.			
4.6. NON-CRITICAL ITEMS:	**YES**	**NO**	**N/A**
4.6.1. Does an in-house training program exist for Manpower Management, Wartime Manpower Support, Productivity/IDEA program, Manpower Data Systems, and Organization? (AFI 36-2201, Chapters 3 and 4, and CFETP 3U0X1)			
4.6.2. Does the Wing/Center actively pursue formal training opportunities for assigned personnel? (AFI 36-2201, Chapter 2, CFETP 3U0X1)			